












**Commonwealth of Virginia
Balanced Scorecard Decision Criteria
for
Proposed Information Technology Investments**









Stakeholder: A stakeholder, for purposes of this balanced scorecard, is any party who affects, or can be affected by the agency's project. Stakeholders may include any or all of the following: citizens, supervisory boards, advisory boards, agency staff, staff from other state agencies, institutions of higher education, local governmental bodies, Secretaries, the Governor and the General Assembly. This category identifies whether or not an agency has identified stakeholders and their interests. (5 Questions)

Perspective - Stakeholder	Score –Development Approval	Evaluation Source
<p>1. Are the stakeholders associated with the project identified and are interests defined?</p> <p>Note: Stakeholders should have been captured on the Project Business Alignment template during the Select Phase. Agencies must be able to show that they have the support of these same stakeholders. Changes to stakeholders are acceptable, but they must be explained. Stakeholder interests are impacts or interrelationships with affected business processes and supporting systems and/or specific goals and objectives associated with the project.</p>	<p> = ALL stakeholders for the project are identified and all their interests are defined in the proposal and charter</p> <p> = One or more stakeholder's interests are not defined</p> <p> = ALL stakeholders for the project are identified in the proposal and charter</p> <p> = One or more stakeholders are not identified</p> <p> = Stakeholders are not identified in the proposal and charter</p>	<p>Project Proposal – A. General Information (ProSight Tab – Questions/POCS); B.1. Business Problem (ProSight Tab – Business Problem); C. Project Description (ProSight Tab – Project Description/Strat Justification)</p> <p>Project Charter – A. General Information (ProSight Tab – Points of Contact); E.1. Project Description (ProSight Tab - Project Description & Scope)</p>
<p>2. Has the agency documented stakeholder roles, responsibilities, and expected participation in project development?</p> <p>Note: Stakeholder participation will vary from project to project. Some stakeholders may be directly involved on steering committees or have direct oversight over Project Managers while other stakeholders merely watch and observe and wait for the final product. Agencies must be able to identify stakeholders and how they will participate throughout the Project Management lifecycle.</p>	<p> = Agency has documented stakeholder roles, responsibilities and expected participation</p> <p> = Agency has documented stakeholder roles and responsibilities, but not expected participation</p> <p> = Agency has NOT documented stakeholder roles</p>	<p>Project Proposal – C. Project Description (ProSight Tab – Project Description/Strat Justification)</p> <p>Project Charter – G.3. Roles and Responsibilities (ProSight Tab – Project Authority)</p>

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<p>3. Has the agency defined and quantified performance expectations (positive or negative) from a stakeholder perspective?</p> <p>Note: Areas of value should have been captured on the Project Business Alignment template during the Select Phase and include improved education, improved public health, increased public protection, improved safety, etc. Agencies must be able to quantify the impacts to stakeholders by documenting specific performance measures such as:</p> <ul style="list-style-type: none"> ○ Reduced transaction time ○ Increased on-time delivery ○ Reduced average wait time ○ More accurate and available information ○ Reduced resolution and response time ○ Increased order fill rate ○ Improved quality of material ○ Increased accessibility to services ○ % improvement in an area of value <p>Agencies must explain on how they came up with the quantified values. A range for a performance value is acceptable if a specific value cannot be identified.</p>	<p> = Agency has identified and quantified performance expectations from a stakeholder perspective.</p> <p> = The identification and quantification of performance expectations is not complete.</p> <p> = Agency has NOT identified and quantified performance expectations from a stakeholder perspective.</p>	<p>CBA – Section 2. Intangible Benefits; Section 3. Tangible Benefits</p> <p>Project Proposal – F.1. Cost Benefit Analysis Summary (ProSight Tab – CBA)</p>

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<p>4. Has the agency made any changes to the identified stakeholder benefits (values) of the IT project from the last formal approval action? If there are changes, has the agency explained why the initial value to a stakeholder has changed?</p> <p>Note: Stakeholder value linked to the long term objectives from the Council on Virginia's Future is identified in the Investment Business Case template during the Select phase. Agencies must be able to refine stakeholder value in the project proposal and charter during Initiation.</p>	<p> = The agency has identified a net increase in stakeholder value and the changes are explained.</p> <p> = The agency has identified a net increase in stakeholder value.</p> <p> = The agency has not made any changes in stakeholder value.</p> <p> = The agency has identified a net decrease in stakeholder value and changes are explained.</p> <p> = The agency has identified a net decrease in stakeholder value. Changes are not explained.</p>	<p>IT Strategic Plan – Project links to Related Commonwealth Technology Initiatives & Strategies (Enterprise Business Strategies). The ITSP can be found at http://vaperforms.virginia.gov/agencylevel/stratplan/publicindex.cfm</p> <p>CBA – Section 2. Intangible Benefits; Section 3. Tangible Benefits</p> <p>Project Proposal – C. Project Description (ProSight Tab – Project Description/Strat Justification); F.1. Cost Benefit Analysis Summary (ProSight Tab – CBA)</p> <p>Investment Business Case</p>
<p>5. If the value to any stakeholder is negative, has the agency made a business case as to why the negative impact is acceptable?</p>	<p> = The agency has identified negative value to stakeholders and provided a business case justifying why the impact is acceptable.</p> <p> = No negative value to any stakeholders.</p> <p> = The agency has identified negative value to stakeholders but has not provided a business case justifying why the impact is acceptable.</p>	<p>CBA – Section 2. Intangible Benefits; Section 3. Tangible Benefits</p> <p>Project Proposal – F.1. Cost Benefit Analysis Summary (ProSight Tab – CBA)</p>

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Business Process: A business process is a collection of interrelated tasks which deliver a product or service or solve a particular issue. This category identifies whether or not an agency has identified business processes that will be impacted by the project and quantified those impacts. (5 Questions)

Perspective – Business Process	Score –Development Approval	Evaluation Source
<p>6. Has the agency identified business processes that will be impacted by the IT project and <u>quantified</u> what the effect (positive or negative) will be for the agency?</p> <p>Note: IT projects will generally impact business process speed, required resources, output quality or output capacity. Agencies must be able to quantify the impacts to business processes by documenting specific operational efficiencies around speed, resources, quality and capacity such as:</p> <ul style="list-style-type: none"> ○ Reduced number of steps per transaction ○ Reduced resources required per transaction ○ % Reduction in paperwork ○ Reduced number of manual tasks ○ Improved transaction processing time ○ Reduced error rates ○ % improvement <p>Agencies must explain on how they came up with the quantified values. A range for an operational efficiency is acceptable if a specific value cannot be identified.</p>	<p> = Agency has identified impacted business processes. The expected outcome performance measures are quantified and documented.</p> <p> = The identification of impacted business processes and quantification of expected outcome performance measures is not complete.</p> <p> = Agency has not identified impacted business processes.</p>	<p>Project Proposal – C. Project Description (ProSight Tab – Project Description)</p> <p>Project Charter - (ProSight Tab – Measures of Success)</p>

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


Perspective - Business Process	Score –Development Approval	Evaluation Source
<p>7. If the impact to any business process is negative, has the agency made a business case as to why the negative impact is acceptable?</p>	<p> = The agency has identified the negative impact to business processes and provided a business case that supports why the negative impact is acceptable.</p> <p> = No negative impacts to any business processes.</p> <p> = The agency has identified negative impacts to business processes but has not provided a business case to support why the impact is acceptable.</p>	<p>Project Proposal – C. Project Description (ProSight Tab – Project Description)</p>
<p>8. Does this proposed investment support an activity or business process that is mandated by law or regulation (either federal or state)?</p> <p>Note: The agency must identify the specific legal or regulatory citation.</p>	<p> = Investment is mandated by federal or state legal or regulatory requirement and the agency has provided a specific legal or regulatory citation.</p> <p> = Investment is mandated, but the legal or regulatory citation is either missing or does not specifically state that the IT solution is mandatory.</p> <p> = Investment is NOT mandated by federal or state legal or regulatory requirement.</p> <p> = Agency has not made it clear whether or not the Investment is mandated.</p>	<p>Project Proposal – B.1. Business Problem (ProSight Tab – Business Problem); C. Project Description (ProSight Tab – Project Description)</p>

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Perspective - Business Process	Score –Development Approval	Evaluation Source
<p>9. Has the agency identified a business problem tied to a business need from the Agency Strategic Plan that the IT investment will solve?</p> <p>Note: Specific business needs from Agency Strategic Plans were identified on the Investment Business Case template during the Select Phase. Agencies must show in the Project Proposal and Charter that the recommended IT solution is still addressing a critical business need from the Agency’s Strategic Plan. If an IT solution is no longer solving the original business problem, the Agency must update their Strategic Plan.</p>	<p> = Proposal and charter identify the business problem tied to a business need addressed in the Agency’s Strategic Plan.</p> <p> = Proposal and charter identify a business problem tied to a business need that is not in the Agency’s Strategic Plan. The Agency has submitted an update to the Strategic Plan.</p> <p> = Proposal and charter identify a business problem tied to a business need that is not in the Agency’s Strategic Plan.</p> <p> = Proposal and charter identify a business problem that is not tied to a business need in the Agency’s Strategic Plan. The Agency has not submitted an update to the Strategic Plan.</p> <p> = Proposal and charter do not identify a business problem.</p>	<p>Project Proposal – B.1. Business Problem (ProSight Tab – Business Problem); B.2. Project Business Objectives (ProSight Tab – Project Purpose); D. Strategic Justification (ProSight Tab – Project Description)</p> <p>Project Charter – C.1. Business Problem (ProSight Tab – Project Purpose); C.2. Project Business Objectives (ProSight Tab – Project Business Objectives)</p>
<p>10. Is the IT solution to a specific business problem tied to the Agency business architecture?</p>	<p> = Proposal and charter identify how the IT solution is tied to the Agency business architecture.</p> <p> = Proposal and charter do NOT identify how the IT solution is tied to the Agency business architecture.</p>	<p>Project Proposal – C. Project Description; D. Strategic Justification (ProSight Tab – Project Description)</p> <p>Project Charter – E.1. Project Description (ProSight Tab - Project Description & Scope)</p>

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Project Management: This category identifies whether or not an agency has appropriate executive support, core project management capabilities and processes in place to successfully execute an IT project. (9 Questions)

Perspective – Project Management	Score –Development Approval	Evaluation Source
11. Has the agency clearly identified the scope of the IT project?	<p> = The agency has fully described the scope of the project and the product or services to be delivered.</p> <p> = The agency has adequately described the parameters of the project and the product or services to be delivered.</p> <p> = Significant elements of the scope of the project or the product or services to be delivered need further elaboration.</p> <p> = The agency has described the scope of the project or the product or services to be delivered but the explanations are insufficient.</p> <p> = The agency has failed to establish the scope for the project or define the product or services to be delivered.</p>	Project Charter – E.1. Project Description (ProSight Tab - Project Description & Scope); E.2. Scope (ProSight Tab – Project Description)








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<p>12. Has the proponent agency demonstrated the overall capability and associated maturity to successfully develop and deliver an IT investment of this magnitude and scope?</p> <p>Note: Assessment must include the following:</p> <ul style="list-style-type: none"> ○ The number of failed Non-major IT and/or Major IT projects over the past three years ○ Demonstrated success on achieving expected outcome performance on previous projects over the past two to three years ○ Demonstrated success on maintaining cost and schedule on previous projects over the past two to three years <p>If this review is occurring at a point beyond Project Initiation, the project's performance will take priority over past performance on other projects</p>	<p> = Over the past 2-3 years, projects with similar magnitude and scope have performed under budget, ahead of schedule and have exceeded expected outcome performance measures - no failed projects.</p> <p> = Over the past 2-3 years, projects with similar magnitude and scope have performed within cost and schedule baselines and have achieved expected outcome performance measures - no failed projects.</p> <p> = Over the past 2-3 years, the agency has not had any projects similar in magnitude or scope. Agency has had projects with less magnitude and scope that have been within cost and schedule baselines and achieved expected outcome performance measures - no failed projects.</p> <p> = Over the past 2-3 years, the agency has had at least one project with similar or lesser magnitude and scope that has exceeded cost and/or schedule baselines or has failed to meet expected outcome performance measures – no failed projects.</p> <p> = Over the past 2-3 years, the agency has had multiple projects with similar or lesser magnitude that exceeded scope, cost and/or schedule baselines or has failed to meet expected outcome performance measures or at least one failed project.</p>	<p>PMD Internal Files / ProSight</p> <p>IT Strategic Plan – ITIM Practices – Project Selection Criteria, Business Case Development, Risk Assessment Methodologies, and Prioritization Schema. The ITSP can be found at http://vaperforms.virginia.gov/agencylevel/stratplan/publicindex.cfm</p> <p>Commonwealth Major IT Project Status Report Dashboard - Assessment of other agency projects on the Major IT Projects Dashboard</p> <p>Project Manager Qualification Record (see MSO or PMD Manager)</p>









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<p>13. Has the agency documented an estimate of execution expenditures and funding?</p>	<p> = The agency has fully documented the estimate of execution expenditures and funding and the confidence level equals or exceeds 90% for both. A detailed explanation and justification for all line items is provided.</p> <p> = The agency has documented the estimate of execution expenditures and funding and the confidence level equals or exceeds 80% for both. A detailed explanation and justification for all line items is provided.</p> <p> = The agency has documented the estimate of execution expenditures and funding and the confidence level equals or exceeds 80% for both; however the explanation and justification for all line items needs further refinement.</p> <p> = The agency has documented the estimate of execution expenditures and funding and the confidence level is less than or equal to 70% for at least one of those parameters. In addition, the explanation and justification for all line items needs further refinement.</p> <p> = The agency has NOT fully documented the estimate of execution expenditures and funding and the confidence level is less than or equal to 70% for at least one of those parameters. Or, there is no explanation and justification for all line items is provided.</p>	<p>Project Proposal – F.2. Estimate of Execution Expenditures and Funding (ProSight Tab – Execution Estimate)</p>











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<p>14. Has the agency identified major management milestones and project management deliverables?</p>	<p> = The agency has provided all major milestones and deliverables; and the identified dates are realistic and achievable.</p> <p> = The agency has identified the bulk of the major milestones and deliverables, but some additional information is necessary. The dates provided are realistic and achievable.</p> <p> = The agency has identified some major milestones and deliverables, but some milestones and/or deliverables are missing and some dates are unrealistic or not achievable.</p> <p> = A significant number of milestones and/or deliverables are missing; and dates are unrealistic or NOT achievable.</p> <p> = The agency has NOT provided major milestones and deliverables.</p>	<p>Project Charter- E.1. Project Description (ProSight Tab – Project Description); E.3. Summary of Major Management Milestones and Deliverables (ProSight Tab – Major Milestones);</p>
<p>15. Does the proposed investment action have the required executive-level approval for the size of investment?</p>	<p> = The proposed investment has the required executive-level approvals.</p> <p> = The proposed investment does NOT have the required executive-level approvals.</p>	<p>Project Charter- I. Signatures (ProSight Tab – Approvals)</p>

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<p>16. Has the agency identified an effective project management organization?</p> <p>Note: An effective project management organization includes all personnel who provide guidance and oversight from the ITIB down to the lowest level necessary at the agency level to manage the project. An effective management organization for a Major IT project must include the ITIB, PMD, an IAOC/Steering Committee, Project Sponsors, and Program and Project Managers at a minimum. The Project Charter must clearly identify authority and responsibility of project personnel.</p>	<p> = The agency has fully defined the type of project management organization, including the participants, the lines of authority and the roles and responsibilities.</p> <p> = The agency has defined the type of project management organization, including the participants, the lines of authority and the roles and responsibilities, but some minor issue needs to be addressed / clarified.</p> <p> = The agency has identified the type of project management organization, the participants, the lines of authority and the roles and responsibilities, but needs it needs to be more defined.</p> <p> = The agency has NOT defined one or more key elements of the project management organization, the participants, the lines of authority or the roles and responsibilities.</p> <p> = The agency has NOT defined the type of project management organization, the participants, the lines of authority and the roles and responsibilities.</p>	<p>Project Charter – G. Project Organization (ProSight Tab - Project Authority)</p>
<p>17. Has the agency identified a Commonwealth qualified project manager?</p>	<p> = The agency has identified a Commonwealth qualified project manager.</p> <p> = An appropriately approved waiver has been granted for a non-qualified project manager which details remediation requirements.</p> <p> = The agency has NOT identified a Commonwealth qualified project manager.</p>	<p>Project Charter – F.2. Project Authority - Project Manager (ProSight Tab - Project Authority)</p> <p>Project Manager Qualification Record (see MSO or PMD Manager)</p>

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<p>18. What are the comparative levels of risk, complexity and benefits associated with this IT project?</p>	<p>  = Level of risk is low  = Level of risk is medium  = Level of risk is high, complexity is low and benefits to be achieved are high  = Level of risk is high; complexity is no higher than medium and benefits to be achieved are high  = Level of risk is high, complexity is high and benefits to be achieved are high </p>	<p>Project Proposal – G. Project Risk (ProSight Tab – Project Risk)</p>
<p>19. Has the agency identified project performance measures (measures of success)?</p> <p>Note: Assessment must include the following:</p> <ul style="list-style-type: none"> ○ Performance measures for <u>project</u> success, which assess whether or not the project is maintaining cost, schedule and scope requirements. ○ Performance measures for <u>product</u> success, which assess whether or not the investment is meeting the business need. 	<p>  = The agency has identified and fully described appropriate and realistic objectives, goals and methodology for measuring project and product success  = The agency has identified and described appropriate and realistic objectives, goals and methodology for measuring project and product success.  = The agency has identified and described objectives, goals and methodology for measuring project and product success, but those elements need further refinement  = The agency has identified and described objectives, goals and methodology for measuring project and product success, but some are NOT appropriate and/or realistic  = The agency has NOT identified and described appropriate and realistic objectives, goals and methodology for measuring project and product success </p>	<p>Project Charter – (ProSight Tab – Measures of Success)</p>

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Financial and Economic: This category looks at a proposed investment's Cost Benefit Analysis (CBA), Return on Investment (ROI) and operational funding for the produced asset. This category also identifies whether or not a proposed investment is going to have a positive or negative financial and economic impact on the Commonwealth. (5 Questions)

Perspective - Project Management	Score –Development Approval	Evaluation Source
20. Has the agency estimated expenditures and funding for the first <u>four</u> years of operations and maintenance (O&M)?	<p>◆ = The agency has fully documented the estimate of operations expenditures and funding and the confidence level equals or exceeds 90% for both estimates. A detailed explanation and justification for all line items is provided.</p> <p>◆ = The agency has documented the estimate of operations expenditures and funding and the confidence level equals or exceeds 80% for both estimates. A detailed explanation and justification for all line items is provided.</p> <p>◇ = The agency has documented the estimate of operations expenditures and funding and the confidence level equals or exceeds 80% for both estimates; however, the explanation and justification needs further refinement.</p> <p>◐ = The agency has documented the estimate of operations expenditures and funding and the confidence level is less than or equal to 70% for at least one parameter; in addition, the explanation and justification may need further refinement.</p> <p>◑ = The agency has NOT fully documented estimate of operations expenditures and funding or the confidence level is less than or equal to 70% for at least one parameter.</p>	<p>CBA – Section 1. Proposed Project (Anticipated (proposed) Funding Source); Section 3. Tangible Benefits (Business Process costs / IT Project Investment Costs)</p> <p>Project Proposal – F.3. Estimate of Operations Expenditures and Funding (ProSight Tab – O&M Estimate)</p>






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<p>21. How has the agency made a commitment to fund O&M? (General fund, non-general fund, etc.)</p>	<p>  = Non-general fund fully funds O&M  = A combination of general fund and non-general fund fully funds O&M  = The General fund fully funds O&M  = The agency has identified some source of funding for O&M  = The agency has NOT defined the sources of funding for O&M </p>	<p>Project Proposal – F.3. Estimate of Operations Expenditures and Funding (ProSight Tab – Execution Estimate)</p>
<p>22. Has the agency identified a financial return on investment (ROI) in the proposal and explained what the value indicates?</p> <p>Note: If the proposed investment leverages funding from the federal government or from the private sector, the impact must be shown in CBA and ROI calculations</p>	<p>  = The financial ROI calculation is positive, credible and fully explained  = The financial ROI calculation is positive and credible but lacks explanation  = The financial ROI calculation is neutral or negative, credible and explained  = The financial ROI calculation is negative and credible but the explanation needs additional elaboration.  = The financial ROI calculation is negative with no explanation </p>	<p>CBA – Section 4. Solutions Evaluation (ROI)</p> <p>Project Proposal – F.1. Cost Benefit Analysis Summary (ProSight Tab – CBA)</p>






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<p>23. Does the proposed investment have a net <u>eco- nomic impact</u> on the Commonwealth or a designated region within the state?</p> <p>Note: Economic impact should be quantified. Examples include (not all inclusive):</p> <ul style="list-style-type: none"> ○ % increase or decrease in businesses or # of new businesses ○ % increase or decrease in jobs or # of new jobs ○ GDP ○ % increase or decrease in construction 	<p> = The proposed investment has a positive net economic impact across the Commonwealth</p> <p> = The proposed investment has a positive net economic impact across one or more regions of the Commonwealth</p> <p> = The proposed investment has no net economic impact in the Commonwealth</p> <p> = The proposed investment has a negative net economic impact across one or more regions of the Commonwealth</p> <p> = The proposed investment has a negative net economic impact across the Commonwealth</p>	<p>Project Proposal – C. Project Description (ProSight Tab – Project Description)</p> <p>Project Charter – E.1. Project Description, (ProSight Tab – Project Description & Scope)</p>









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<p>24. Does the Cost Benefit Analysis (CBA) explained in the proposal identify cost avoidance and/or savings as a result of the project?</p>	<p> = The proposal, charter or CBA identify cost avoidance and/or savings and fully explains how those benefits will be achieved and measured.</p> <p> = The proposal, charter or CBA identifies cost avoidance and/or savings, but the explanation of how those benefits will be achieved and/or measured requires further elaboration.</p> <p> = The proposal, charter or CBA identifies cost avoidance and/or savings, but the benefits are not clearly defined or there is no explanation on how expected benefits will be achieved and/or measured.</p> <p> = The proposal, charter or CBA does NOT identify cost avoidance and/or savings for the investment.</p> <p> = The proposal, charter or CBA indicates that the net investment cost exceeds the benefit(s).</p>	<p>CBA – Section 3. Tangible Benefits (Tangibles Analysis)</p> <p>Project Proposal – F.1. Cost Benefit Analysis Summary (ProSight Tab – CBA)</p>










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<u>Enterprise (Commonwealth) Portfolio:</u> This category identifies how a proposed investment fits within the overall Commonwealth Enterprise Portfolio. (6 Questions)		
Perspective – Enterprise Portfolio	Score –Development Approval	Evaluation Source
25. Does the proposed investment promote enterprise wide business processes?	 = The proposed investment integrates business processes from one or more agencies  = The proposed investment establishes a framework that allows the integration of future enterprise wide business processes  = The proposed investment has no impact on enterprise wide business processes  = The proposed investment inhibits the Commonwealth from moving toward enterprise wide business processes  = The proposed investment prevents the Commonwealth from moving toward enterprise wide business processes	Project Proposal – B.1. Business Problem (ProSight Tab – Business Problem); B.2. Project Business Objectives (ProSight Tab – Project Purpose); D. Strategic Justification (ProSight Tab – Project Description) Project Charter – E.2. Scope (ProSight Tab – Project Description & Scope) Enterprise Architecture Review




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<p>26. Does the proposed investment promote collaboration in the Commonwealth?</p>	<p> = The proposed investment promotes collaboration across Secretariats or at the Enterprise level</p> <p> = The proposed investment promotes collaboration at an inter-agency level</p> <p> = The proposed investment ONLY applies to agency unique business processes</p> <p> = The proposed investment may impede collaboration</p> <p> = The proposed investment prevents collaboration</p>	<p>Project Proposal – B.1. Business Problem (ProSight Tab – Business Problem); B.2. Project Business Objectives (ProSight Tab – Project Purpose)</p> <p>Project Charter – E.2. Scope (ProSight Tab – Project Description & Scope)</p>
<p>27. How does the proposed investment impact the total level of risk within the Commonwealth portfolio?</p> <p>Note: the Commonwealth Technology Portfolio (CTP) - ProSight contains the risks associated with all of the Major and Non-major IT projects in the Commonwealth. As new projects are added to the CTP-ProSight, the overall risk in the portfolio increases or decreases. New investments must be compared to the mean and median risk of the overall portfolio.</p>	<p> = There is a positive impact to the total level of risk within the Commonwealth portfolio</p> <p> = There is no impact to the total level of risk within the Commonwealth portfolio</p> <p> = There is a negative impact to the total level of risk within the Commonwealth portfolio</p>	<p>Preliminary Risk Assessment</p> <p>Project Proposal – G. Project Risk (ProSight Tab – Project Risk)</p>

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<p>28. Did the agency use the <u>Enterprise Business Architecture</u> to identify organizations with similar processes and evaluate their solutions to the same or similar business problem?</p>	<p> = The agency demonstrated that it has performed a search and is leveraging an existing solution</p> <p> = The agency demonstrated that it has performed a search and documented that either no existing solutions exist or the agency cannot leverage existing solutions</p> <p> = The agency demonstrated that it has performed a search but did not document findings</p> <p> = The agency did NOT perform any search</p>	<p>CBA – Section 2. Solutions Analysis</p> <p>Project Proposal – C. Project Description (ProSight Tab – Project Description)</p>
<p>29. Is the proposed project an enterprise investment being managed under the purview of an appropriate governing body (for example, the Virginia Enterprise Applications Program)?</p>	<p> = The proposed project is an enterprise investment being managed under the purview of an appropriate governing body</p> <p> = The proposed project is an enterprise investment that the appropriate governing body has decided not to manage</p> <p> = The proposed project is not an enterprise investment</p> <p> = The proposed project is an enterprise investment that is being managed by an inappropriate governing body</p> <p> = The proposed project is an enterprise investment NOT being managed under the purview of a governing body</p>	<p>Project Proposal – A. General Information (ProSight Tab – Questions/POCS)</p> <p>Project Charter – A. General Information (ProSight Tab – General Information)</p>

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<p>30. Has the proposed solution been evaluated for compliance with the Commonwealth Information Technology Resource Management (ITRM) Standards and Policies regarding <u>Enterprise Technical Architecture</u>, Accessibility and Security?</p>	<p> = The proposed solution complies with the Commonwealth ITRM Policies and Standards for Enterprise Technical Architecture, Accessibility and Security</p> <p> = The proposed solution does NOT comply with the Commonwealth ITRM Policies and Standards for Enterprise Technical Architecture, Accessibility and Security but compliance issues are identified and the agency has submitted appropriate exception/exemption requests</p> <p> = The proposed solution does NOT comply with the Commonwealth ITRM Policies and Standards for Enterprise Technical Architecture, Accessibility and Security and the agency has NOT submitted appropriate exception/exemption requests</p>	<p>Project Proposal – D. Strategic Justification (ProSight Tab – Project Description)</p> <p>Enterprise Architecture Review</p>